DOCUMENT RESUME

ED 299 874 HE 021 759

TITLE The Brakely Compensation Report. A Report on the Compensation of Chief Development Officers in Higher Education for 1986.
INSTITUTION Brakely, John Price Jones, Inc., Stamford, CT.
PUB DATE 87
NOTE 28p.
AVAILABLE FROM Brakely, John Price Jones, Inc., 1600 Summer St., Stamford, CT 06905 ($25.00).
PUB TYPE Reports - Research/Technical (143) -- Statistical Data (110) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *Administrators; Age; College Administration; *Compensation (Remuneration); Educational Background; *Fund Raising; Geographic Distribution; Higher Education; Institutional Characteristics; Middle Management; National Surveys; *Organizational Development; Questionnaires; *Salaries; Sex Differences

ABSTRACT

In the second annual national compensation survey of chief development officers (CDOs) in higher education institutions, 268 respondents provided career histories and compensation information for their own positions and base salary information for mid-level staff positions in the development offices they manage. Highlights of the findings include these: The average CDO salary in the sample is $59,622, with the range from $22,500 to $130,000, and geographic location was not found to be a critical factor in compensation level. Institutional characteristics and performance indicators such as amount of money raised, experience, and management skills correlate closely with compensation. Women average 81.2 cents for each dollar earned by men, with women making up 17.2% of the sample. Four position titles generic to the CDO were found. The average CDO age is 47, with the highest salaries earned by the 50-to-59-year group. About two-thirds have earned advanced degrees, mostly master's degrees. A total of 714 professional mid-level staff positions (director of development, director of planned giving, director of special/major gifts, director of annual giving, director of corporate/foundation gifts) are accounted for by the CDO sample. Their position distribution, gender distribution, and salaries (also distributed by gender) are reported. (A list of survey participants and the Higher Education Development Salary Survey questionnaire is appended.) (MSE)

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BRAKELEY, JOHN PRICE JONES INC.

ED299874

THE BRAKELEY COMPENSATION REPORT

A Report on the Compensation of Chief Development Officers in Higher Education

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THE BRAKELEY COMPENSATION REPORT

A Report on the Compensation of Chief Development Officers in Higher Education

I have never begged a dollar in my life—but I have given a lot of people great opportunities for usefulness.

— *William Rainey Harper*
First President, University of Chicago

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Foreword

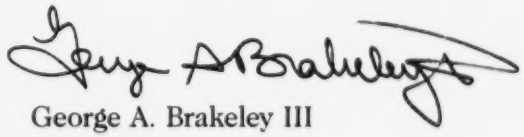
With *The Brakeley Compensation Report,* Brakeley, John Price Jones Inc. continues to expand on its long tradition of service to the fund-raising profession and, by extension, to the broader field of philanthropy. We are pleased to add this continuing report on higher education development officers to other BJPJ offerings to the general body of information on the field of philanthropy:

- The *Higher Education and American Philanthropy* (HEAP) report has provided the history of philanthropic support to a selected group of institutions of higher education continuously for sixty-six years.

- As voluntary support to public higher education has become increasingly important to the viability of public education in this country, the *Voluntary Support for Public Higher Education* (VSPHE) report has, over the past 29 years, marked the progress and noted the trends in philanthropic support of public higher education.

- Additionally, *Philanthropic Digest* provides a monthly summary report of news and giving to education, health, religion, social services and the arts.

This is the second year of *The Brakeley Compensation Report.* Focused as it is on the compensation of chief development officers in higher education and their mid-level development staffs, our purpose for conducting original research into this important area of third-sector management is to suggest and foster an acceptable set of standards or gauges by which to measure the performance of development professionals. Increasingly, professionals serving philanthropy in this country must be held to the highest standards of accountability and performance. By establishing rigorous and consistent standards, we will insure the public trust in third-sector management which is critical to the health of philanthropy upon which the quality of American life increasingly depends.



George A. Brakeley III
President
Brakeley, John Price Jones Inc.

Introduction

"Compensation" consists of salary, benefits and perquisites and, some would argue, psychic rewards as well. Although we recruiters have not yet determined how to measure the latter, this year's survey illustrates a number of clear trends in salaries and "perks."

The overall average salary for Chief Development Officers (CDOs) reporting for 1986 is $59,622, compared to the average of $64,957 for the 1985 report.

As will be noted by those familiar with last year's survey, this year's survey includes responses from a sample nearly three times larger than our first (268 compared to 92). Responding to suggestions of our readers, we expanded the invitation to participate in the survey to a broad audience of higher education chief development officers. Of the 789 questionnaires mailed, 268 valid responses were returned and tabulated.

The following comparison of the "average" CDO for both the 1985 and 1986 surveys reveals significant contrasts in the two samples. (All figures are averages.)

	1985 Sample (92 respondents)	**1986 Sample** (268 respondents)
Gender	Male (84%)	Male (82%)
Age	47.4 years	47 years
Years in Current Position	5.7 years	5 years
Years in the Profession	14.9 years	12 years
Base Salary	$64,957	$59,622
Institutional Operating Budget	$215 million	$96 million
Endowment	$ 94 million	$59.8 million
Enrollment	18,136	7,980
Staff Size (Professional)	23	15
Fund-raising Budget	$ 1.4 million	$ .75 million
Total Dollars Raised	$ 18 million	$ 9.03 million

The differences in these samples alone, however, do not account for the levelling off of average salaries which we have observed. There appears to have been a "market correction" of salaries for the CDOs as well as for the middle managers in development. One explanation for this is that the "star system," in which top performers at one institution are pirated by another institution in hopes of importing their magic, is fading.

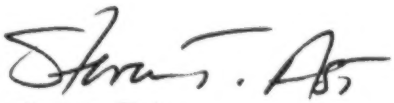
Although a shortage of top performers continues, the suspicion persists that more institutions are breeding their own chief development officers, and not necessarily up through the ranks of fund-raising. Management ability developed in other fields can be transferred to fund-raising.

This year 17 percent of the CDOs sampled are women and the contrast between the average salaries of men and women, noted in last year's report, continues to be significant. Women CDOs earn 81 cents for every dollar earned by their male counterparts. It is true that women have not been in the profession proportionally as long as men. Fourteen percent of the men have 20 or more years of experience compared to only four percent of the women, and 19 percent of the men have 16 to 20 years of experience compared to just over eight percent for the women. However, compared by length of service, women are still paid less than men. Women with 20 or more years of experience average $59,217 while the men average $70,599. Men with 16 to 20 years of experience average $69,371 while the women average $49,124. It is, however, important to note that these women CDOs serve institutions with quite different profiles from those served by the men CDOs sampled (see page 17). Women, on average, serve institutions with smaller budgets, smaller enrollments, and smaller endowments. They supervise smaller staffs and manage programs which raise less money than the men CDOs.

While perhaps not wholly substantiating the rumors of the "feminization" of the fund-raising field, the respondents report that 36 percent of the middle management positions are held by women. It is our personal and professional observation that women are increasingly filling the ranks of the fund-raising profession.

We reported last year that fund-raisers appear to be entering the profession at younger ages. The findings this year continue to reflect this. Those CDOs over sixty years of age (ten percent of the total sample) average 18 years as fund-raisers while those between 30 and 39 years of age (19.2 percent of the sample) average nine years in the profession. CDOs who are 40- to 49-years-old (40.6 percent of the sample) average 11 years in the profession and the 50- to 59-year-old group (29.9 percent of the sample) averages 15 years in fund-raising.

As always, we encourage and welcome comments and suggestions from readers and will incorporate changes to improve the value of this study. We look forward to hearing your reactions.



Steven T. Ast
President, Brakeley Recruiting

P.S. The dedicated effort required to bring a project like *The Brakeley Compensation Report* from concept to completion is often that of a single person. In the case of this report, that person is Sandra Johnson, BJPJ's Information Services Manager. Thanks are due also to a team of BJPJ people for editorial and production assistance: Charles A. Brecht, Senior Counsel; Steven Paradis, President of Brakeley Communications, and Laura Smith, Editor.

Summary of Findings

In this second year of *The Brakeley Compensation Report,* 268 chief development officers (CDOs) provided career histories and compensation information for their own positions as well as base salary information for the mid-level staff positions in the development offices they manage.

The news, this year, is ...

- *Salaries.* The average salary received by chief development officers in this sample is $59,622; the highest is $130,000 and the lowest is $22,500.

- *Geography.* The mobility that characterizes professional activity in this country as a whole appears to have produced a homogenizing effect on the level of compensation in the development field. Even in the Southwest, in this era of depressed oil and gas prices, average CDO compensation is comparable to other regions in the sample. Geography, therefore, appears to be a less critical factor affecting the compensation levels of chief development officers than might be expected.

- *CDO Measures of Performance.* As expected, the performance of the CDO is critical to his/her level of compensation. The amount of money raised, and the length of professional fund-raising experience and management skill as measured by supervisory responsibility, are the professional characteristics by which performance is judged. These indicators correlate closely to the level of compensation of chief development officers; the more money raised, the longer the experience in development, and the heavier the management skills, the higher the salary.

- *Gender.* The gender gap in the compensation of development professionals continues. Earning 81.2 cents on each dollar received by their male counterparts, women make up 17.2 percent of the sampled CDOs. The picture at public institutions is somewhat better for women than at "privates;" the average base salary earned by women CDOs at the public institutions is $54,903 while at private institutions in the sample it is $46,286. Women CDOs who hold Ph.D. degrees earn, on average, $59,993 compared to the $63,700 of their male counterparts. Gender comparison for the average salaries of M.A. degree holders is $50,172 for women and $61,409 for men.

- *Institutional Factors.* Such institutional factors as the size of the general and educational budget and the size of enrollment and endowment relate directly to the level of compensation of the chief development officer.

- *Position Titles.* While titles vary, this study has identified four titles generic to the chief development officer:

    1. Vice Presidents for Advancement, Institutional Advancement, University/ College Relations, Development and Alumni Affairs make up 37 percent of the CDOs in the sample and earn an average base annual salary of $67,498;

    2. Vice Presidents for Development make up 27 percent of the sample and earn an average base annual salary of $63,916;

    3. College and University Foundation executives account for four percent of the sample and earn an average base annual salary of $65,664;

    4. Directors of Development are 27 percent of the sample and earn an average base annual salary of $43,551; and,

    5. Other titles, mostly Associate or Assistant Vice Presidents, make up the final five percent of these CDOs and earn an average of $60,762.

- *Age.* The average age of CDOs in the sample is 47. The highest average salaries are earned by the 50- to 59-year-old age group. As noted last year, the average salary for the over-sixty-year-old group shows a marked decrease. We continue to believe that impending retirements and the possibility that salary increases may not be a compelling goal for these professionals is the explanation for this. The 19 CDOs between the age of 30 and 39 working in public institutions managed programs which raised an average of $13.6 million in 1985-86. That performance was topped only by the three CDOs 60 years and older at the "publics" which reported an average of $19.1 million raised.

- *Advanced Degrees.* Sixty-five percent of all the CDOs in the sample have earned advanced degrees. Twenty-six percent have earned the Ph.D. degree and 39 percent have earned the M.A. degree or equivalent. The average salaries for these advanced degree holders are respectively $62,818 and $59,761.

  While only three CDOs (in the 30- to 39-year-old age group) have earned the Ph.D., 44 percent of those reporting in this 30- to 39-year-old age group have earned the M.A. degree.

- *Mid-level Development Staff.* A total of 714 professional staff are accounted for in the five positions reported by the respondents. Thirty-six percent of that total (259) are women. Analysis of these five positions reveals the following:

    1. *Director of Development* (not the CDO). Two-hundred sixty-eight respondents report 151 positions (56 percent of the total sample). The average salary

salary overall is $45,846. Women hold 28 percent of these positions and earn an average salary of $39,821.

2. *Director of Planned Giving.* There are 144 positions (53 percent of the sample) reported with an average salary of $40,713. Women make up nearly 10 percent of this position and earn an average of $37,413.

3. *Director of Special (or Major) Gifts.* Thirty-five percent (94) of the sample report this position. The average salary is $39,869. Women make up just over 39 percent of this position and they average $35,694 in salary.

4. *Director of Annual Giving.* One hundred eighty-three positions are reported (68 percent). The average salary for this position is $30,758. Fifty-four percent are women who earn an average of $30,622.

5. *Director of Corporate/Foundation Gifts.* The 268 respondents report 142 positions (53 percent of the sample). The average salary received is $34,706. Women hold 47 percent of these positions and earn an average salary of $32,420.

Findings

CDO Salaries by Type of Institution

	Minimum	Maximum	Average
Public	$26,039	$114,000	$62,598
Private	$22,500	$130,000	$58,043
Public/Private Combined	$22,500	$130,000	$59,712

The average base salary for CDOs at the public institutions in the sample is $62,598 and at private institutions it is $58,043. Both the highest and the lowest CDO salaries are paid by private institutions.

Fifty-seven of the 99 CDOs from public institutions earn between $60,000 and $100,000 compared to the 41 percent in this range for CDOs at the private institutions in the sample. Forty-six percent of the entire sample receive salaries in this range.

Of the entire CDO sample, 2.9 percent receive salaries in excess of $100,000; at "publics" the figure is 2 percent and at "privates," 3.4 percent.

Perquisite Compensation

	Car		Tuition Assistance		Club		Housing	
	Publics	*Privates*	*Publics*	*Privates*	*Publics*	*Privates*	*Publics*	*Privates*
East	27%	40%	36%	71%	—	36%	—	12%
South	54	54	29	73	29	54	3	22
Midwest	73	56	31	62	50	33	4	4
Southwest	81	64	44	91	50	36	6	9
West	42	65	8	83	42	35	17	17

Public institutions are still more likely to provide cars as perquisite compensation to their CDOs than private institutions, but for this year's sample the margin between "publics" and "privates" has narrowed to six percent compared to last year's ten percent.

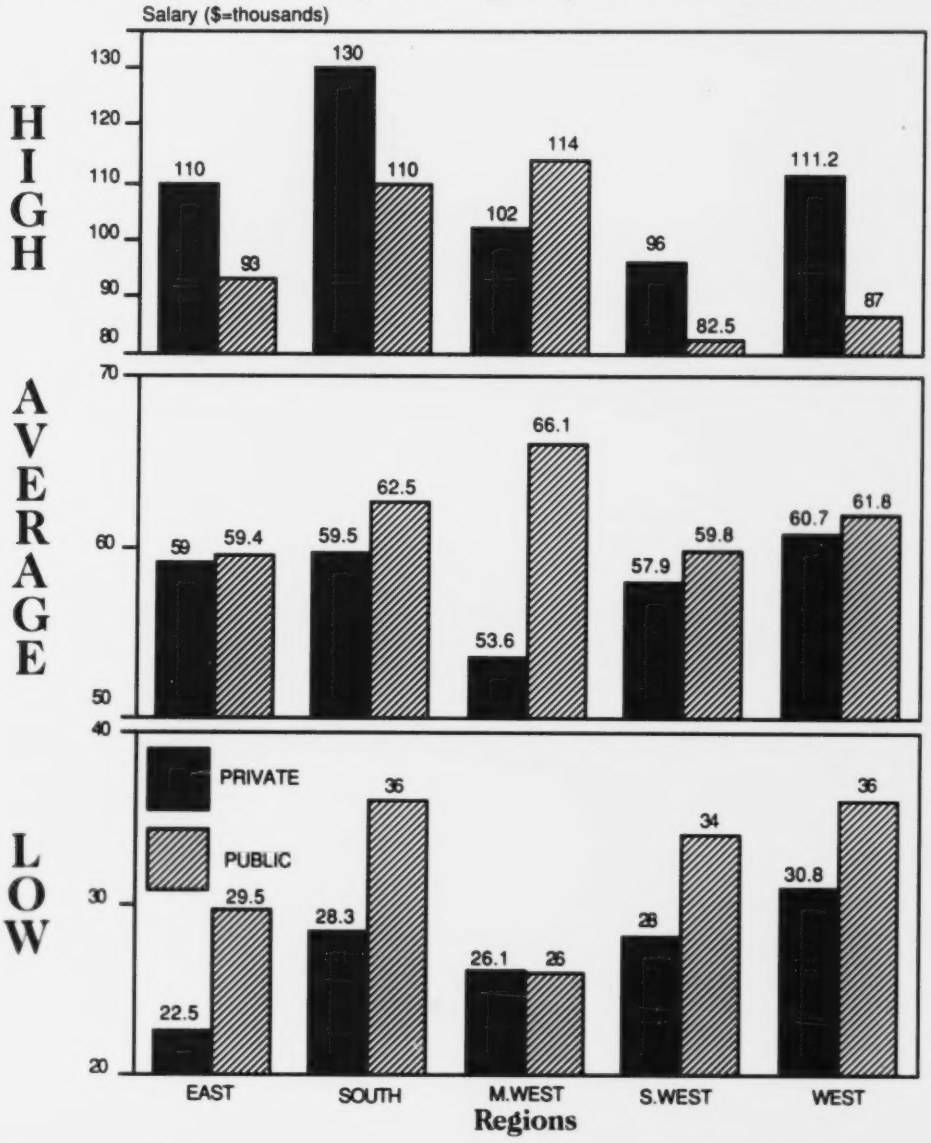
Tuition assistance continues as the perquisite most likely to be offered by private institutions. Tuition assistance is a perquisite for 72 percent of the CDOs at the private institutions compared to 30 percent for their public institution counterparts.

Club privileges are perquisites at 36 percent of the public institutions sampled and at 39 percent of the "privates."

Housing assistance, not covered in the 1985 report, is received by five percent of the CDOs at public institutions and 12 percent at "privates."

While 61 percent of the male CDOs receive cars as perquisite compensation, only 23 percent of the women CDOs receive cars as perquisites. Just over 42 percent of the female CDOs receive tuition assistance compared to nearly 60 percent of the males; 28 percent of the women receive club privileges contrasted to 40 percent of the males. Six percent of the women and ten percent of the men receive housing assistance.

CDO Salaries By Geographic Location



Surprisingly, geography does not appear to be a significant factor in the compensation levels of the CDOs in this year's sample. Salaries in excess of $100,000 occur in each region except the Southwest although 54 percent of the 26 respondents from this region earn more than the average salary for the sample.

Overall (not distinguishing between public and private institutions) average salaries for CDOs in each of the five regions analyzed do not vary more than $3,000. The lowest regional average is $58,269 in the Midwest with 70 CDOs reporting and the highest regional average is $61,041 in the West with 34 reporting. The 66 Eastern CDOs report an average of $59,065. For the 72 Southern respondents, the average salary is $60,988 and for the 26 CDOs from the Southwest the average salary is $59,044.

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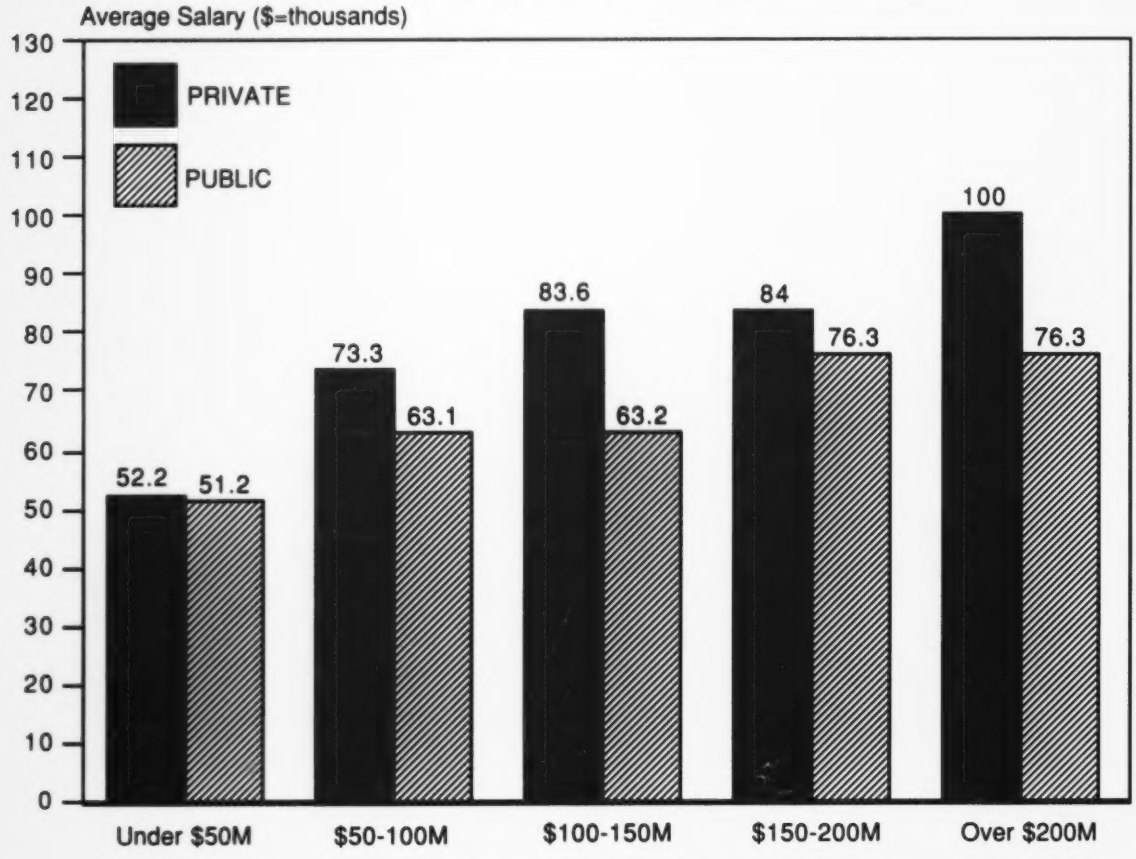
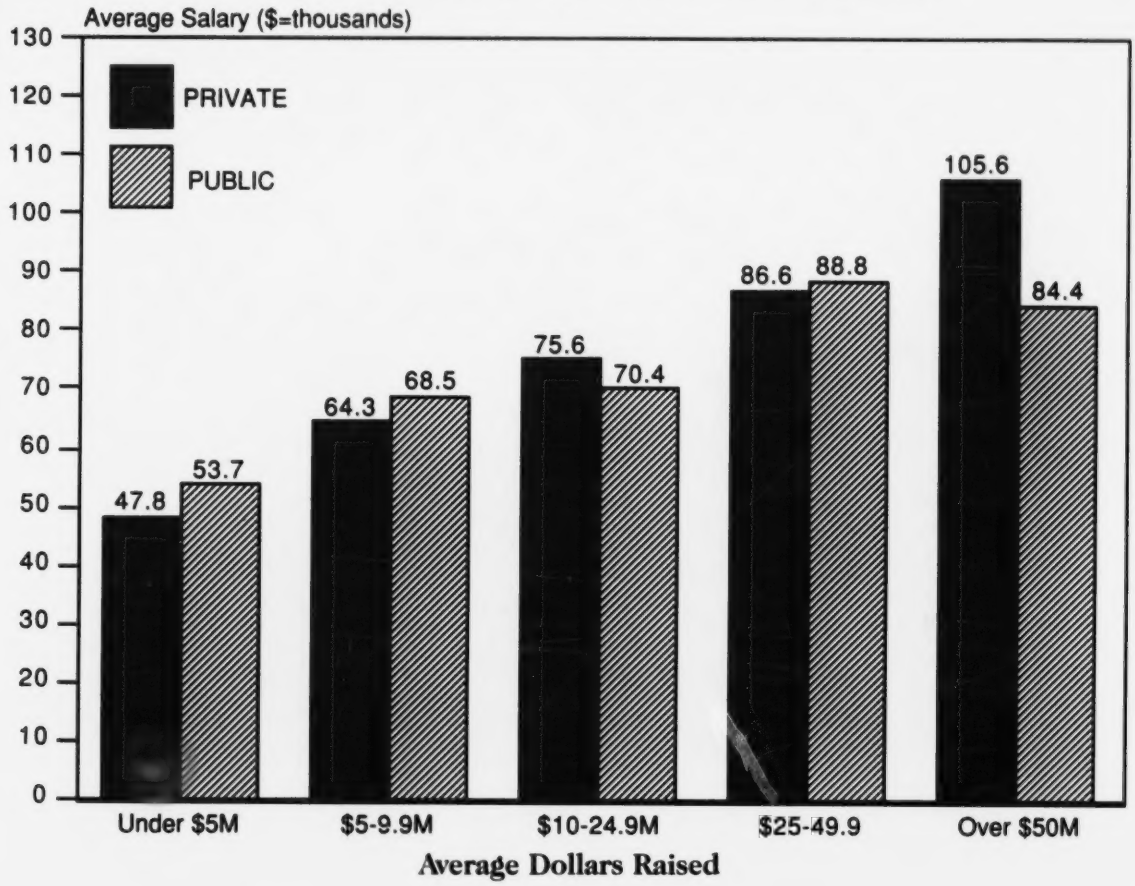
CDO Salaries By Institutional Budget



Educational and General Budget Range

Analysis of the size of an institution's Educational and General budget compared to CDO salary level reveals a quite constant correlation. Comparing private institutions with budgets of less than $50 million to budgets over $200 million, there is an average CDO salary difference of $47,800. The "publics" in this sample show a rather marked contrast to the "privates" reporting only a $25,100 difference in the average salaries of CDOs from institutions in the highest and lowest budget categories.

CDO Salaries by Dollars Raised

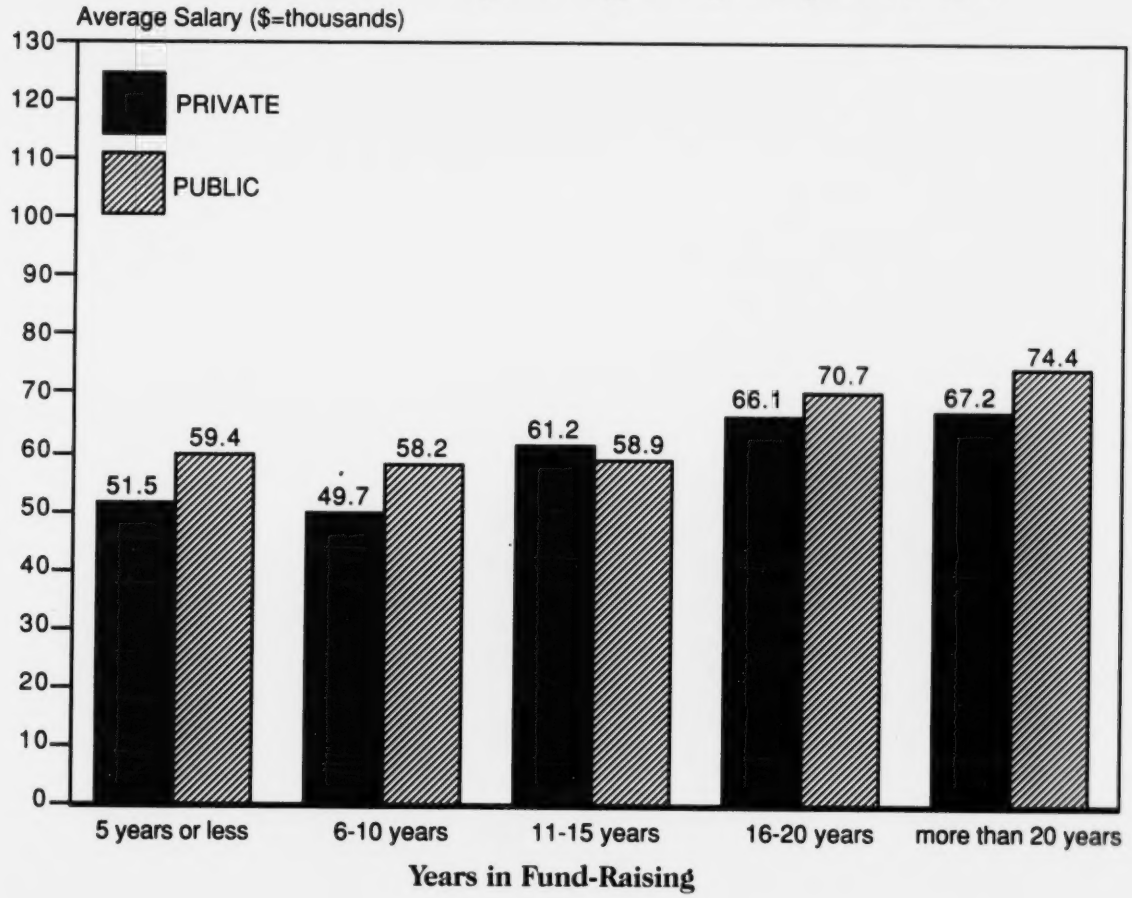


The sample shows a very consistent relationship between dollars raised and CDO salaries at both public and private institutions. Two hundred and sixty-five of the 268 institutions report a total of $2.2 billion raised — a high of $90 million and a low of $42,786. The average is $9.03 million, while the median for this sample is $2.9 million.

The average amount raised by the "privates" in the sample is $8.5 million and for "publics" it is $10 million.

For the 250 institutions reporting both fund-raising budget and total amount raised in 1986, the total fund-raising budgets amounted to $188,411,184 and these 250 institutions raised $2,213,143,729. Using the fund-raising budgets as the rough cost of raising dollars, the average cost is 8.5 percent of dollars raised.

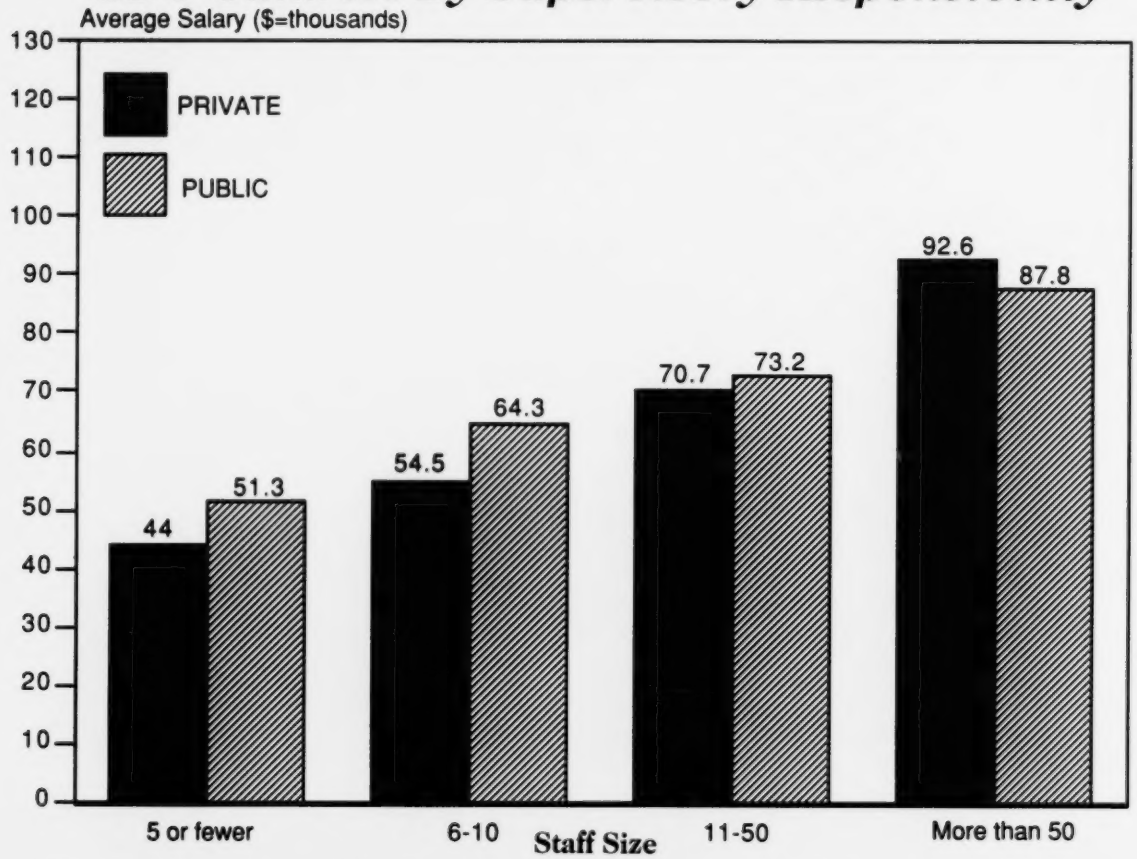
CDO Salaries By Length of Experience



The highest average salaries are earned by those CDOs reporting 20 or more years of experience as fund-raisers.

At private institutions there is a $15,700 difference in the average salaries of those CDOs in the profession fewer than five years compared to those with more than 20 years' experience. At "publics" that spread averages $15,000.

CDO Salaries By Supervisory Responsibility



Measured by the size of the fund-raising staff, management skill is compensated proportionally; the larger the staff, the greater the salary.

Staff size is comparable at the public and private institutions in this sample; the maximum staff at a public institution is 115, while at "privates" it is 116. The minimum staff size at either public or private institutions is one — the reporting chief development officer. Average staff size at all respondent institutions is 15, although the median is eight.

Just over 61 percent of the sample report responsibility for public relations, and 66 percent have responsibility for alumni programs and 43.7 percent have additional responsibilities.

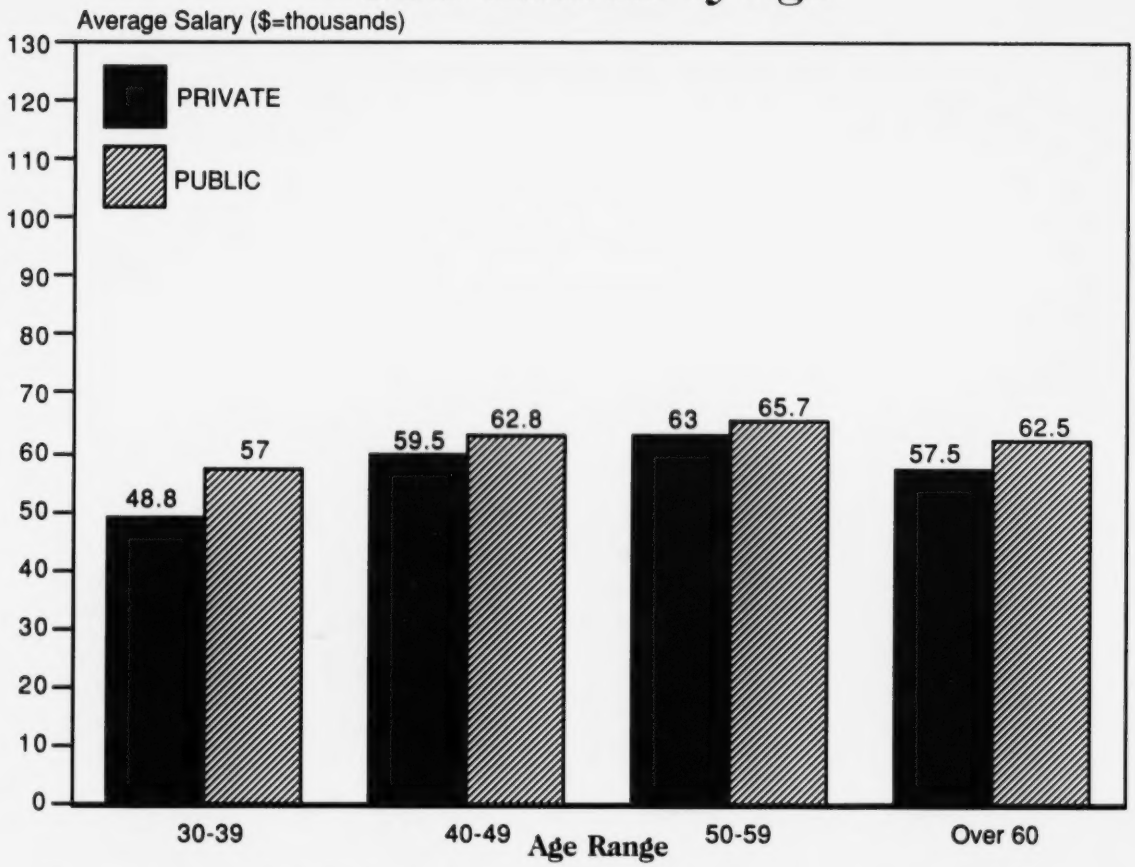
Comparing public to private institutions we find that in addition to development these CDOs have responsibility for the following:

	Private %	Public %
Public Relations	65.7	54.0
Alumni Programs	70.4	58.6
Other	42.0	46.5

CDO Profiles By Gender

	MEN	WOMEN
Average Salary	$61,610	$50,033
Extraordinary Perquisites		
Car	61%	22%
Tuition Assistance	60%	43%
Club Privileges	41%	26%
Housing Assistance	10%	7%
Age (Average)	48 years	45 years
Years in Current Position (Average)	5 years	3 years
Years in Fund-raising Profession (Average)	13 years	10 years
Number of Development Positions Held (Average)	3 positions	3 positions
Percent holding Advanced degrees		
Ph.D.s	26%	26%
M.A.s	40%	36%
Supervises Staff of (Average)	16	11
Percent with Responsibilities in Addition to Fund-raising	79%	80%
Institutional Budget (Average)	$99.6 million	$78.8 million
Fund-raising Budget Responsibility (Average)	$ .8 million	$ .6 million
Dollars Raised (Average)	$ 9.8 million	$ 5.2 million
Size of Endowment (Average)	$65.6 million	$29.5 million
Size of Enrollment of Institution (Average)	8,187 students	6,975 students

CDO Salaries by Age



The average age of all CDOs in the sample is 47. The youngest is 27 years old and the oldest is 68. Twelve percent (21 of 169 reporting age) of the CDOs at the private institutions are 60 years old and over while only four percent of the CDOs at the public institutions are 60 years and older. At "publics" 43 percent are between the age of 40 and 49; at "privates" 39 percent are in this age range.

Thirty-three percent of the CDOs at the "publics" are in the 50- to 59-year-old age bracket and earning the highest average salary and 28 percent of those at "privates" are in this age range and earning the highest average salary.

Further to the analysis of the age of CDOs, it may seem surprising that those CDOs in the 30- to 39-year-old age range command salaries, on average, only $12,209 lower ($51,856 compared to $64,065) than their 50- to 59-year-old counterparts. When other characteristics are factored into the analysis, however, this small salary differential is not so surprising. Comparing dollars raised, the 30- to 39-year-old group manages programs that raise an average of $9.3 million compared to $10.6 million for the 50- to 59-year-old age group. The younger group supervises an average staff size of 14 compared to 17 for the older group and they serve institutions with endowments averaging $57.1 million compared to $60.6 million for their 50- to 59-year-old counterparts. For the 20-year difference in their age ranges, the younger group averages nine years in the profession compared to 15 years for the older group.

Salaries By Position: Mid-Level Staff

Average Salaries ($=thousands)	EAST		SOUTH		MID-WEST		SOUTHWEST		WEST	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Director of Development										
Maximum	70.0	80.0	75.0	88.0	75.4	77.0	58.0	64.0	60.0	74.0
Minimum	20.0	15.0	24.0	23.0	26.0	18.5	36.0	35.0	32.1	22.0
Average	46.8	47.6	45.4	43.0	52.7	40.4	46.4	52.0	47.2	47.4
Director of Planned Giving										
Maximum	50.0	63.0	55.0	74.0	74.8	50.0	59.0	41.5	67.7	70.5
Minimum	48.9	15.0	27.5	20.0	22.0	22.5	28.2	21.0	42.0	27.0
Average	49.4	38.9	41.1	39.6	48.4	36.2	41.6	32.2	53.2	45.6
Director of Special/Major Gifts										
Maximum	—	84.0	53.0	88.0	53.3	75.0	53.0	38.5	65.0	65.1
Minimum	—	18.8	23.0	25.0	20.0	16.5	24.0	21.5	27.0	32.0
Average	—	40.5	36.2	50.3	39.4	37.6	38.4	29.0	43.3	41.8
Director of Annual Giving										
Maximum	58.0	47.0	43.6	51.7	46.2	48.0	51.5	35.0	59.0	55.5
Minimum	22.1	17.5	20.0	18.4	24.0	14.0	23.0	18.0	24.0	21.0
Average	33.0	31.9	30.5	29.4	33.5	27.9	29.6	26.4	37.8	32.8
Director of Corporate/Foundation Giving										
Maximum	—	65.0	47.0	60.0	68.7	68.0	50.4	55.0	65.0	59.3
Minimum	—	16.0	16.0	15.0	21.0	22.0	24.0	30.0	19.5	18.0
Average	—	34.4	31.2	31.9	38.3	32.7	35.6	38.4	40.0	35.6

Appendices

Appendix A

Geographic Regions

East:	Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
South:	Alabama, Arkansas, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia
Midwest:	Kansas, Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin
Southwest:	Arizona, Colorado, New Mexico, Oklahoma, Texas, Utah, Wyoming
West:	Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, Washington

Appendix B

Survey Participants

Abilene Christian University
Alcorn State University
Andover Newton Theological School
Aquinas College
Arizona State University
Arkansas, University of, Pine Bluff
Ashland College
Austin College
Baltimore, University of
Barry University
Baylor University
Beaver College
Berea College
Berry College
Bethany College
Bowdoin College
Bowling Green State University
Brenau College
Brooklyn College/CUNY
Bucknell University
California Institute of Technology
California, University of, Berkeley
California, University of, Los Angeles
California, University of, Santa Cruz
Carleton College
Carlow College
Case Western Reserve University
Central Washington University
Centre College
Chapman College
Charleston, University of
Chicago, The University of
Christian Theological Seminary
Cincinnati, University of
Citadel Development Foundation, The
Claremont McKenna College
Clark College
Clarkson University
Clemson University
Coker College
Colby College
Colorado Christian College
Colorado State University
Colorado, University of, Denver
Concordia College, Portland, OR
Concordia College, River Forest, IL
Concordia College, Saint Paul, MN
Concordia Theological Seminary
Connecticut College
Corcoran Gallery, School of Art
Cornell College
Drexel University
Dubuque, University of
Earlham College
Emory University
Engineering & Management Institute (EMI)
Evergreen State College, The
Fairleigh Dickinson University
Felician College
Ferrum College
Florida State University
Franklin College of Indiana
Franklin Pierce Law Center
Furman University
George Mason University Foundation
George Washington University, The
Georgia Institute of Technology
Georgia Southern College
Georgia, The University of
Gettysburg College
Goddard College
Gordon College
Governors State University, IL
Green Mountain College, VT
Hamline University
Hampden-Sydney College
Hardin-Simmons University
Harvey Mudd College
Hiram College
Hofstra University
Hollins College
Hood College
Humboldt State University
Houston, University of
Idaho, The College of

Indiana University Southeast
Interdenominational Theological Center
Iona College
Johns Hopkins University
Johnson State College
Judson College
Juniata College
Kansas State University Foundation
Kansas, University of
Kendall College of Art & Design
Kent State University
Kentucky State University
Kenyon College
King's College, PA
La Grange College
Lafayette College
Lake Forest College
Lake Forest Graduate School of Management
Lake Superior State College Foundation
Lancaster Bible College
Lawrence Institute of Technology
Le Tourneau College
Lesley College
Lewis and Clark College
Longwood College
Louisiana State University
Louisville, University of
Loyola College in Maryland
Loyola University, LA
Luther College, IA
Lynchburg College
Lyndon State College
Macalester College
Maine, University of, Orono
Manhattanville College
Marygrove College
Maryland, University of, College Park
Massachusetts College of Pharmacy
Massachusetts, University of, Amherst
Medical College of Pennsylvania
Medical University of South Carolina
Memphis State University
Mennonite Biblical Seminary
Merrimack College
Miami, University of
Michigan State University
Michigan, University of, Ann Arbor
Michigan, University of, Dearborn
Midland Lutheran College
Millikin University
Mills College
Minnesota, University of
Missouri, University of, Kansas City
Monmouth College
Monterey Institute of Intl. Studies
Morgan State University
Mount Angel Abbey & Seminary
Muskingum College
Nazareth College
Nebraska, University of (Foundation)
New England, University of
New York Medical College
New York, State University of, Fredonia
New York, State University of, Potsdam
New York, State University of, Stony Brook
North Carolina State University
North Carolina, University of, Chapel Hill
North Carolina, University of, Greensboro
North Texas State University
Northeast Louisiana University
Northeastern Illinois University
Northern Arizona University
Northern Illinois University
Northwestern University
Oakland University
Oberlin College
Occidental College
Oglala Lakota College
Ohio State University, The
Ohio Wesleyan University
Oklahoma State University
Old Dominion University
Oregon, University of
Pacific Lutheran University
Pacific, University of the
Palm Beach Atlantic College
Palmer College of Chiropracty
Pan American University
Pennsylvania, College of Pediatric Medicine
Pennsylvania, University of
Pomona College
Purdue University
Randolph-Macon College
Randolph-Macon Woman's College
Rensselaer Polytechnic Institute
Rhode Island School of Design
Rhodes College

Ringling School of Art and Design
Ripon College
Roanoke College
Rochester, University of
Rockefeller University, The
Rockford College
Rosemont College
Russell Sage College
Rutgers University Foundation
Saint Andrews Presbyterian College
Saint John Fisher College
Saint Joseph's College, IN
Saint Joseph's College, ME
Saint Louis University
Saint Martin's College
Saint Mary's, MN
Saint Mary's College of California
Saint Norbert College
Saint Olaf College
San Francisco State University
San Francisco, University of
Seattle University
Seton Hill College
Simmons College
Simpson College
Sioux Falls College
Skidmore College
Slippery Rock University
South Carolina, U. of, Coastal Carolina College
South Dakota, University of (Foundation)
South Florida, University of
Southern California College of Optometry
Southern California, The University of
Southern Colorado, University of
Southern Illinois University Foundation
Southern Indiana, University of
Southern Methodist University
Southern Mississippi, University of
Southern Nazarene University
Spelman College
Springfield College
Staten Island, College of/CUNY
Stillman College
Swarthmore College
Syracuse University
Tennessee, University of, Central Admistration
Tennessee, University of, Knoxville
Tennessee, University of, Memphis
Texas A&I University
Texas Christian University
Texas Health Sciences Center, Univ. of, Dallas
Texas Tech University
Thomas Jefferson University
Trinity College of Vermont
Tulane University
Union College and University
Utah State University
Utah, University of
Vanderbilt University
Virginia Commonwealth University
Warner Southern College
Wartburg College
Washington and Jefferson College
Washington State University Foundation
Washington, University of
Wayne State University
Wells College
Wesleyan University
West Florida, University of (Foundation)
West Virginia Institute of Technology
West Virginia State College
Western Conservative Baptist Seminary
Western Kentucky University
Western Oregon State College
Western State College Foundation, CO
Westmont College
Weston School of Theology
Wheaton College
Whittier College
Widener University
William and Mary, The College of
William Marsh Rice University
Williams College
Wofford College
Wright State University
Wyoming, University of

Appendix C

Higher Education Development Salary Survey Questionnaire

Institution _____ (Circle)

Foundation _____ Public/Private

CHIEF DEVELOPMENT OFFICER - Personal and Professional Information

1. Name: _____ M/F Age _____
2. Title: _____
3. Office Address: _____
4. Telephone: _____
5. Salary: $_____
6. Extraordinary perquisites that are provided to the chief development officer: (Check those that apply): Car_____ Tuition_____ Club_____ Housing_____
7. Highest Degree Attained: _____
8. Years in Current Position: _____
9. Years as a professional fund-raiser: _____
10. How many fund-raising positions have you held? _____
11. Do you have other duties? (check) P/R _____ Alumni _____ Other _____

INSTITUTIONAL INFORMATION

1. Educational and General Budget: $_____
2. Endowment: $_____
3. Enrollment: _____
4. Amount Raised in 1985-1986: $_____
5. Fund-raising budget 1985-1986: $_____
6. Number of Development Staff: _____

DEVELOPMENT STAFF SALARY INFORMATION

Salaries of development staff: (Circle)

1. Director of Development (not the chief development officer) $_____ M/F
2. Director of Planned Giving $_____ M/F
3. Director of Special Gifts $_____ M/F
4. Director of Annual Giving $_____ M/F
5. Director of Foundation/Corp Giving $_____ M/F

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